

Effective 31 October 2000

Administration

Inspections

For the Commander:

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History. This regulation revises USAREC Reg 1-21 which is effective 31 October 2000.

Summary. This regulation prescribes the responsibilities and policies for the planning and conduct of inspections in United States Army Recruiting Command organizations. It includes policies on command, staff, and inspector general inspections and integration of inspections into a coherent program at any organizational

level. Additional information on inspections appears in AR 1-201, AR 20-1, and TB IG 1.

Applicability. This regulation applies to all personnel of the United States Army Recruiting Command.

Proponent and exception authority. The proponent of this regulation is the Inspector General. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to the Deputy Inspector General within the proponent agency.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2 but does not identify key management controls that must be

evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. The proponent agency of this regulation is the Inspector General. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCIG-I), Fort Knox, KY 40121-2726.

Distribution. Distribution of this regulation has been made in accordance with USAREC Pam 25-30, distribution C. This regulation is printed in the Recruiting Brigade and Battalion Operations UPDATE.

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Glossary

1. Purpose

To prescribe policies and procedures for the conduct of the United States Army Recruiting Command (USAREC) Organizational Inspection Program (OIP).

2. References

For related publications and required and related blank forms see appendix A.

3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

4. Policy

The USAREC OIP consists of command inspections (CI), staff inspections (SI), and inspector general (IG) inspections.

a. General.

(1) The commander's OIP is a comprehensive plan containing the policies, procedures,

schedules, responsibilities, and organizational strategies for the conduct of command and SI at all levels (including directorates) within their command.

(2) Teaching is an essential element of all inspections. No inspection can be considered complete if those inspected have not been taught the goals and standards to be achieved and how to achieve them.

(3) Inspections should emphasize the identification of strengths as well as shortcomings. Balanced inspections serve to better enforce and teach standards. On-the-spot corrections will be made, whenever possible, and annotated appropriately in the inspection report.

(4) All inspections will be conducted per the inspection principles outlined in AR 1-201.

(5) Every inspection of an organization or functional area must start with an evaluation of performance against a recognized standard to identify compliance with the standard. Deviation below the standard should result in analysis of whether the deviation is the result of training deficiencies, poor resource allocations, imperfectly understood requirements, or lack of execution.

b. CI.

(1) CI are the major, formal inspection activity of the recruiting brigade (Rctg Bde) and recruiting battalion (Rctg Bn). The commander of the inspecting headquarters must lead and participate in order for an inspection to be a CI.

(2) The Commanding General (CG), USAREC, will not conduct formal CI of subordinate units. The cornerstone of the Command Inspection Program (CIP) is the inspection of recruiting companies (Rctg Cos) by Rctg Bn headquar-

ters and Rctg Bns by Rctg Bde headquarters. IG inspections and SI complement the CI.

(3) Inspections are a command responsibility. Every time leaders visit recruiting facilities, they will inspect something or someone. This is a routine function of leadership. A CI under the purview of this regulation is more than a routine leader's inspection visit. It is a formal inspection conducted by a commander in the chain of command of the inspected unit. The commander conducting the inspection will determine the areas of interest and scope of CI, as well as the composition of the inspection team. Recommended inspection subject areas are listed in table 1. The focus of the CI is on compliance with existing policies and guidance, adherence to principles of integrity, and satisfaction of performance standards. CI should determine how work is done and provide training and recommendations on ways to improve, particularly in light of a Rctg Bn's or Rctg Co's strengths and weaknesses. They are a vehicle for commanders to use in enforcing existing standards and setting future goals.

(4) When and where possible, SI will be incorporated into and conducted concurrently with CI. When this is not possible, commanders will use previous SI reports to the maximum extent possible to reduce the scope and duration of the CI.

(5) CI will normally be conducted one echelon below the inspecting headquarters (i.e., Rctg Bdes inspect Rctg Bns and Rctg Bns inspect Rctg Cos). In order for CI one echelon below the inspecting headquarters to be thorough, they must include inspections of elements two echelons down to support an evaluation of how or

*This regulation supersedes USAREC Regulation 1-21, 21 June 1991.

ders and guidance are communicated and enforced below headquarters level. While all Rctg Cos and recruiting stations (RS) in a Rctg Bn need not be inspected, a representative sample should be included. Additionally, the commander of the inspecting headquarters must participate for an inspection to be a CI.

(6) The scope of the CI should be determined on a case-by-case basis. Commanders should analyze mission accomplishment, trends, and other criteria to determine where, when, and what to inspect. When necessitated by resource considerations, the scope of an inspection should be narrowed, in lieu of canceling an inspection.

(7) Commanders will decide on a case-by-case basis as to whether an inspection will be announced or unannounced based on the objectives of the inspection. The exception is the initial command inspection (ICI) of Rctg Co commanders. In accordance with AR 1-201, this inspection must occur within 90 days following the commander's assumption of command. The ICI should be a comprehensive assessment of the unit designed to ensure the new Rctg Co commander understands the unit's strengths and weaknesses. The Rctg Bn commander will personally discuss the results of the ICI with the inspected commanders and help them set goals and priorities for their command tenure. As a result of the discussion, the Rctg Co commander may refine the objectives on the DA Form 67-9-1 (Officer Evaluation Report Support Form).

(8) A unit (i.e., Rctg Bde headquarters for Rctg Bns, etc.) should receive a followup inspection (FI) within 180 days following the ICI. The FI measures progress and reinforces the goals and objectives established during the ICI. A Rctg Bde commander may defer an FI if the Rctg Bn will have undergone a general inspection by the IG within 12 months following the last inspection of the Rctg Bn.

(9) Reports of CI will be maintained by both the inspecting and the inspected unit and disposed of in accordance with AR 25-400-2. As the proponent for inspections, the IG will receive and have access to reports of both CI and SI. The inspection report should include an "executive summary" of the inspection, as well as detailed listings of findings. The report should provide recommended courses of action to fix problems. A suggested report format is at table 2. A sample finding format is at table 3.

c. IG inspections.

(1) IG initial inspections are conducted within the first 6 months of a Rctg Bde or Rctg Bn commander's tour. The goal is for the inspection to occur 60 to 90 days after assumption of command. The two primary objectives are comprehensive assessment for the new commander and teach, train, and assist. Every effort is made to conduct minimum number of inspections necessary to provide evaluative and corrective functions thus limiting the impact on a unit's recruiting efforts. Normally, the duration of the IG in-

spection will be Monday through Friday including a Friday morning exit briefing. The scope of the inspection is to ensure the unit is in compliance with regulatory guidance. More importantly, the IG will recommend proponentcy and/or responsibility for corrective actions to fix systemic problems identified.

(2) The conduct of IG inspections is described in AR 20-1. AR 20-1 specifically prohibits IG from participating in CI or SI as trained inspectors; however, they may be used to advise and teach commanders and staffs on inspection techniques. Unit commanders and staff principals should arrange for training directly with the USAREC IG.

(3) In accordance with AR 20-1, results of IG inspections will not be used to compare organizations or units, or as criteria for awards. They are not designed to reward or penalize units, commanders, or individuals.

d. SI.

(1) The principal staff officer or representative responsible for a functional area being inspected normally conducts SI.

(2) SI should be conducted by the lowest echelon technically qualified to inspect effectively. Headquarters, United States Army Recruiting Command (HQ USAREC) SI will be incorporated into CI whenever and wherever possible.

5. Responsibilities

a. Chief of Staff, HQ USAREC, will ensure USAREC SI complement Rctg Bn and Rctg Bde CIP. Whenever possible, integrate USAREC SI with Rctg Bde CI to minimize the costs and distractions associated with multiple visits to the same organizations.

b. The IG will:

(1) Be the proponent for overall inspection policy within USAREC.

(2) Conduct general and special inspections in accordance with AR 20-1.

(3) Upon request, assist Rctg Bdes and Rctg Bns in the implementation of CIP by observing inspectors to ensure that they are inspecting in accordance with regulatory requirements. In the process, IG inspectors will advise and teach inspection techniques to commanders and their staffs.

(4) Distribute the CG's special items of inspection (SII) to Rctg Bde and Rctg Bn commanders. SII will be published annually, but may be revised as conditions within the command or the CG's guidance, may dictate.

(5) Schedule IG inspections so that, whenever possible, staff visits and inspections may be planned in conjunction with CI to minimize disruption to the field force and maximize the benefit obtained from a coordinated effort.

(6) Review and analyze reports from CI and SI to identify systemic problem areas. Recommend proponentcy and/or responsibility to correct the systemic problems identified.

(7) Incorporate sensing sessions and IG as-

sistance periods during all IG inspections.

(8) Following an inspection, provide the inspected unit and their higher headquarters with a copy of the IG inspection report within 30 days.

(9) Conduct an ICI for each new Rctg Bde, Rctg Bn, and Army Medical Department detachment commander within 60 to 90 days after the change of command. Initial assessments should be completed no later than the end of each new Rctg Bn commander's third month in command.

c. HQ USAREC staff directors will:

(1) Augment IG inspection teams with qualified technical specialists, when requested and within resource limitations, in support of inspections.

(2) Assist Rctg Bde and Rctg Bn commanders in their inspection efforts by providing technical information and inspection checklists, as requested, in functional areas for which they have proponentcy.

(3) Conduct inspections as required or directed by the CG for all areas of proponentcy per table 1.

d. Rctg Bde commanders will:

(1) Establish and execute a CIP.

(2) After completion of IG inspections, conduct FI of Rctg Bns within 1 year. As a minimum, the inspection should assess those areas found not to be in compliance with regulations.

(3) Define the objectives of each CI and SI. Schedule and coordinate inspections with the Training Directorate.

(4) Maintain a matrix of findings from CI. Table 4 provides the recommended format for this matrix.

(5) Ensure Rctg Bn commanders establish a viable CIP within their Rctg Bn and conduct initial inspections of their Rctg Cos.

(6) Develop and publish, as necessary, Rctg Bde SII. Rctg Bde CI reports must always address the CG's SII, as well as the Rctg Bde commander's SII, if published.

(7) Ensure that all subordinate commanders and key staff members understand the processes of inspection and followup, and the importance of these activities in the enforcement of performance standards.

e. Rctg Bn commanders will:

(1) Establish and execute a CIP.

(2) Conduct an ICI for each new Rctg Co commander within 90 days after the Rctg Co change of command. Initial assessments will be completed no later than the end of each new Rctg Co commander's third month in command.

(3) Ensure that all subordinate commanders and key staff members understand the processes of inspection and followup, and the importance of these activities in the enforcement of performance standards.

(4) After completion of IG inspections and SI, conduct FI of Rctg Cos within 6 months to ensure problems are solved.

(5) Ensure that USAREC Form 1117 (Recruiting Inspection Log), shown at figure B-1, is

maintained in each Rctg Co headquarters and each RS, and that the form is used to record all inspections of those facilities. USAREC Form 1117 complements USAREC Form 660 (Recruiting Station Evaluation Checklist). It does not replace USAREC Form 660.

f. Rctg Co commanders will:

(1) Ensure that USAREC Form 1117 (see

fig B-1) is maintained in each Rctg Co headquarters and each RS, and that the form is used to record all inspections of those facilities. USAREC Form 1117 complements USAREC Form 660. It does not replace USAREC Form 660. The form will be in a three-ring binder or securely fastened within a file folder. The commander of the inspected RS or Rctg Co will

present the log to all inspecting personnel so that they may enter comments.

(2) Log entries can be found in appendix B.

(3) Commanders will maintain current and previous quarter's USAREC Form 1117 in a three-ring binder. The forms will then be transferred quarterly to the RS functional files, maintained for 1 year, and then destroyed.

Table 1
Inspection subjects

Proponent	Subject
Personnel Directorate	Personnel Management and Operational Moves Personnel Reliefs and Suspensions Officer Evaluation Report System Unit Fund Personnel Administration Noncommissioned Officer Evaluation Reporting System Annual Leave Program Weight Control Program Awards Program Sponsorship Quality of Life Alcohol and Drug Abuse Prevention and Control Program Health Benefits Advisor Equal Opportunity Human Immunodeficiency Virus Testing Defense Enrollment and Eligibility Reporting System Suspension of Favorable Personnel Actions Active Guard Reserve Personnel Management Inprocessing and Outprocessing Family Advocacy Program Homosexual Policy Training Anthrax Immunizations Corporal Recruiters
Recruiting Support Brigade	Supply Operations Government Local Purchases Small Package Service Blanket Purchase Agreements Purchase Card Contracts Facilities Management Corps of Engineers Support Safety Security Counterterrorism, Subversion, and Espionage Directed Against United States Army and Deliberate Security Violations Domicile-to-Duty General Services Administration Support Vehicle Management Government-Owned Vehicle Parking Tickets Leased Unaccompanied Personnel Housing
Recruiting Operations Directorate	Production Management System Mission Box Planning Applicant Waivers Delayed Entry Program Separations Basic Training Task Completion Promotions

Table 1
Inspection subjects--continued

Proponent	Subject
Recruiting Operations Directorate--continued	E-2 Referral Promotions Rctg Bn Production Management System Rctg Co Production Management System RS Production Management System Recruiter Production Management System High School Data Sheet Analysis High School Plan Development School Folder Maintenance Recruit Quota System Procedures Guidance Counselor Operations Military Entrance Processing Reporting System and Recruit Quota System Reconciliations Renegotiations Quality Control Applicant Drug and Alcohol Testing Daily Performance Review Mobilization Programs Delayed Training Program Hometown Recruiter Aide Program Active Duty for Special Work Program National Voter Registration Act Sergeant Major of the Army Recruiting Team Program Liaison Programs Tattoo Policy Extremist Policy Incentive and Awards Program Special Missions (Officer Candidate School and Warrant Officer Flight Training) Army Recruiting Information Support System Programs Concurrent Admissions Program Student Armed Services Vocational Aptitude Battery Educator Tours Secondary School Outreach State Education Infrastructure Relationships Educator and School Relations Training High School Directory Postsecondary Schools Recruiting Program United States Army Reserve Partnership Council United States Army Reserve Unit Referrals Individual Ready Reserve and Troop Program Unit Transfers Enlistment Standards Program Quality Control Recruiting Improprieties Investigations and Inquiries Entrance National Agency Checks Electronic Personnel Security Questionnaire Prior Service Versus Nonprior Service Reconciliation Procedures General Equivalency Diploma Plus College First
Training Directorate	New Recruiter Program Enlistment Screening Test Material Army Physical Fitness Test Training Programs (Annual, Quarterly Calendars) Individual Recruiter Assessment Station Training Assessment Review
Resource Management Directorate	Annual Budget Plan Informal Fund Control System Recruiter Expense Allowance Local Travel Area Geographic Exception Travel Status of Funds

Table 1
Inspection subjects--continued

Proponent	Subject
Resource Management Directorate--continued	Conference Management (Fiscal) Telecommunications Billing Delayed Entry Program and Centers of Influence Events (Fiscal) Negotiable Instruments (Fiscal) Temporary Duty Management Government Travel Card Civilian Time and Attendance Procedures
Advertising and Public Affairs Directorate	Lead Evaluation and Distribution System Local Advertising Management Programs System Advertising and Public Affairs Operations National Scholar Athlete Program Recruiting Publicity Items USAREC Award for Junior Reserve Officers' Training Corps Science and Engineering Fair Program Total Army Involvement in Recruiting General Officer Speaker Program Civilian Aide to Secretary of the Army Program Hometown News Releases Public Affairs Activities Centers of Influence Program Mandatory Distribution of Command Information Products to HQ USAREC (RCAPA-PM) and Office of the Chief of Public Affairs
Staff Judge Advocate	Standards of Conduct Prohibited and Regulated Activities Military Justice
Health Services Directorate	Army Medical Department Market Penetration Plan Health Care Recruiting Team Production Management System Detachment Production Management System Mission Box Plan OCS/WOFT/Nurse Reporting System Time Line File of DA Forms 71 (Used for Commission Credit) Army Medical Department Lead Source Analysis Waivers School Plan College Folder Maintenance Quality Control Eligibility to Transfer File (USAREC Form 1099) Declines and Separations (Regular Army and United States Army Reserve) Training
Information Management Directorate	Information Systems Security Specific Automated Information Systems Security Automated Information Systems Area Security Telecommunications Management Information Management Records Management Publications Management Freedom of Information Act Office Mail Electronic Mail Internet Use
Inspector General	CIP CG's SII CG's Special Inspections
Program Analysis and Evaluation Directorate	Mission Assignment Market Analysis Recruiter Zone Analysis

Table 2
Recommended format for CI reports

1. Executive Summary.
 - a. General information.
 - b. Date and unit of inspection.
 - c. Background data on leadership team.
2. Summary of Inspection.
 - a. Strengths.
 - b. Weaknesses.
 - c. Production shortfalls and/or overages.
 - d. Trends.
3. Support Functions.
 - a. Operations (Regular Army and United States Army Reserve).
 - b. Administration and logistics.
 - c. Advertising and public affairs.
 - d. Educator relations.
 - e. Training.
4. Command and Control.
 - a. Leadership team.
 - (1) Plans and execution.
 - (2) Enforcement of standards.
 - (3) Commander and sergeant major philosophies.
 - (4) Daily performance review.
 - b. Company leadership team(s).
 - c. RS commander(s).
5. Rctg Cos.
6. Commander's Observations and Recommendations.
 - a. Finding summary (with tabs).
 - b. Strengths.
 - c. Weaknesses.
 - d. Trends.
 - e. Recommendations.

Table 3
Sample finding format

Subject. This statement describes the area of deficiency and where the condition was found.
Finding Statement. This statement identifies a problem or condition in clear concise terms. It also describes where the condition was found.
Standards. This statement is a concise explanation of correct procedures. Regulatory requirements or policy guidance is cited. This statement, while not limited in length, should be brief, while still providing the required information.
Inspection Results. This paragraph is a discussion of what the inspector found (facts). It provides a picture of the conditions as of the date of the inspection. The discussion should include examples, causes of the conditions, and any actions in progress to correct the problem.
Root Cause. This paragraph includes all essential facts leading the inspector to his or her assessment of the cause.
Recommendations. This paragraph is essential to the resolution of the problem cited. It should be a reasonable and realistic statement or series of statements stating what should be done and who should do it. Remember, your recommendation is your data of the best way to solve a problem. The commander may have another preferred solution; that's ok. In any event, a solution will be forthcoming and that is the goal of the inspection recommendation.

Table 4
Sample CIP finding matrix

Recruiting Battalion	Prospecting	Daily Performance Review	Recruiting Station Management	Delayed Entry Program Management/E-2	Training	Counseling	Army Physical Fitness Training
Nashville							
Recruiting Company							
Nashville							
Clarksville							
Knoxville							
Lexington							
Radcliff							

Appendix A

References

Section I

Related Publications

AR 1-201

Army Inspection Policy.

AR 20-1

Inspector General Activities and Procedures.

AR 25-400-2

The Modern Army Recordkeeping System (MARKS).

TB IG 1

Inspector General Inspection Guide.

Section II

Required Form

USAREC Form 1117

Recruiting Inspection Log.

Section III

Related Forms

DA Form 67-9-1

Officer Evaluation Report Support Form.

USAREC Form 660

Recruiting Station Evaluation Checklist.

Appendix B

Recruiting Inspection Log

B-1. General

USAREC Form 1117 (see fig B-1) is a standardized method of inspecting and maintaining an inspection log in each RS.

B-2. Guidelines

a. RS commanders will ensure that USAREC Form 1117 is maintained in a three-ring binder in each RS and is used to record all inspections in that facility. USAREC Form 1117 complements USAREC Form 660, but does not replace it.

b. The RS commander will present the inspection log to all personnel inspecting the RS. Entries in the log are mandatory for all inspectors from the Rctg Bde, Rctg Bn, and Rctg Co headquarters. Recruiter training personnel at all levels will not make entries in the inspection log. Inspections will be performed each time an RS is entered by Rctg Bde, Rctg Bn, or Rctg Co (other than recruiter training) personnel.

B-3. Entries

Make inspection log entries as follows:

- a. Date. Enter the date of inspection.
- b. Inspector(s). Enter name(s) of the inspector(s).
- c. Areas and/or Tools Inspected or Reviewed. Self-explanatory.
- d. Finding(s). Enter specific finding of area inspected.
- e. Directives and/or Guidance Provided and Suspense Date. Enter specific directive or guidance required to correct finding, then enter an appropriate suspense date to have findings completed.
- f. Corrective Action Taken, Station Commander Initials, and Date Completed. Commander must indicate the action he or she took to correct each finding, followed by his or her initials, and the date completed.
- g. Validated by CLT or BLT. The company leadership team or battalion leadership team must verify the corrections were made by signing and dating this block after verification.

B-4. Filing and disposition

Maintain previous 6 months of USAREC Forms 1117 in a three-ring binder. The forms will then be transferred to the RS functional files, maintained for 1 year, and then destroyed.

RECRUITING INSPECTION LOG		
(For use of this form see USAREC Reg 1-21)		
Date: 16 Sep 2000		Inspector(s): 1SG Doe
Areas and/or Tools Inspected or Reviewed		
(1) All recruiters planning guides	(4) Greenwood HS SASVAB list SY 2000	
(2) Processing list	(5) Operations and market analysis board	
(3) DEP tracking log	(6) LEADS Management System	
Finding(s)		
(1) No recruiters were constructing mid-range plans.		
(2) Goals and achievements are not being annotated at the top of the processing list.		
(3) Log is incomplete, no height and weight data is reflected for DEP and DTP members.		
(4) SASVAB results received 11 Sep 2000, however, no contacts or attempts made yet.		
(5) Board is missing third overlay reflecting ZIP Codes and market share.		
(6) LEADS management binder only has one 31-day divider.		
Directives and/or Guidance Provided		Suspense Date
(1) All recruiters must construct a mid-range and continue to do so from henceforth.		COB 17 Sep 2000
(2) Complete the processing list in accordance with USAREC Reg 350-7, appendix H.		COB 23 Sep 2000
(3) Update height and weight data on all DEP and DTP members currently in the program.		COB 20 Sep 2000
(4) Contact all SASVAB qualified leads on this list.		COB 30 Sep 2000
(5) Post third overlay to OMA board.		COB 21 Sep 2000
(6) Construct second 31-day divider and place in LEADS management binder.		COB 22 Sep 2000
Corrective Action Taken, Station Commander Initials, and Date Completed		
All recruiters have constructed a mid-range plan. SFC Thompson, 17 Sep 2000.		
Processing list has been posted properly. SFC Thompson, 18 Sep 2000.		
Height and weight data has been updated on all current DEP and DTP members. SFC Thompson, 20 Sep 2000.		
Third overlay has been posted to OMA board. SFC Thompson, 22 Sep 2000.		
Validated By CLT or BLT		
Signature: CPT Hero		Date: 25 Sep 2000

USAREC Form 1117, Rev 1 Oct 2000 (Previous editions are obsolete)

Figure B-1. Sample of a completed USAREC Form 1117

Glossary

Section I Abbreviations

CG

Commanding General

CI

command inspection

CIP

Command Inspection Program

FI

followup inspection

HQ USAREC

Headquarters, United States Army Recruiting Command

ICI

initial command inspection

IG

inspector general

OIP

Organizational Inspection Program

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

Rctg Co

recruiting company

RS

recruiting station

SI

staff inspection

SII

special items of inspection

USAREC

United States Army Recruiting Command

Section II

Terms

command inspection

A formal inspection of an organization conducted by a commander in the chain of command of the inspected activity. The commander conducting the inspection determines the areas of interest and scope of CI, as well as the composition of the inspection team.

compliance inspection

An inspection designed to determine the status of an organization's adherence to established laws, regulations, policies, procedures, and directives.

followup inspection

An inspection conducted to ensure prompt and effective corrective actions have been taken on deficiencies discovered. Results from inspections or audits must be analyzed and grouped

to determine a possible common root cause. The followup must determine whether corrective action has remedied the underlying cause or created cosmetic changes.

initial assessment

Any inspection designed to inform the inspected organization of its current status, establish goals or standards, or to provide assistance, with the results not used competitively or as the sole basis for evaluation of past performance.

inspection

An evaluation, which measures performance against a standard and which, should identify the cause of any deviation. All inspections start with compliance against a standard. Commanders tailor inspections to their needs.

inspector general inspection

Examination of a command, unit, function, or activity by a detailed IG to inquire into and evaluate matters affecting mission performance. This includes identification of managerial deficiencies and systemic problems as well as compliance with applicable regulations and directives. Inspections are sufficiently thorough and comprehensive to provide the directing authority an accurate assessment of the inspected activity and identify the root causes of problems detected. Inspections are categorized and further explained as follows:

- General inspection. Broad scope inspection to examine and evaluate all matters affecting mission accomplishment and inquire into and report on the state of economy, efficiency, discipline, morale, esprit de corps, quality of command, management, and leadership of the inspected organization.
- Special inspection. An inspection focused on specific and unique areas of interest, problems, activities, or functionally related actions, processes, or procedures within a given functional discipline. The scope and purpose are limited, specifically defined, and usually encompass one or more subordinate commands. Synonymous with "systemic inspection."

Organizational Inspection Program

A commander's program, which integrates and coordinates all inspections, SI visits, and audits within a command. The three major purposes of the program are to reduce disruption of the training and other important activities, to reinforce established inspection standards, and to teach and train those found deficient.

planning and analysis

Process of systemically collecting, organizing, analyzing, and reviewing pertinent data to determine the major problems affecting soldier's welfare, unit or organization mission accomplishment, and attainment of readiness goals. This includes ranking problems and leads in order to focus inspection effort on significant areas. The type of examination provides a guide to the IG to determine the when, where, and what to inspect.

special items of inspection

Issues or areas of interest to the commander for which specific feedback is required after each

inspection. The SII may change as directives, policies, and/or programs change. The IG publishes the CG's SII periodically.

staff inspection

An inspection other than a CI or IG inspection, generally conducted by staff representatives who are responsible for the functional areas being inspected, to ensure compliance with established policy or to assess the ability of an organization to perform its assigned mission.

validation inspection

An inspection conducted to evaluate the efficacy of the Rctg Bde CIP. Conducted at Rctg Bn level, a validation focuses on previous Rctg Bde inspections, their results, and subsequent followups.